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TR CC 100-1

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CATALOG OF COURSES

~~Document No. 01~~
~~No Change in Class. ☐~~
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OFFICE OF TRAINING

Revision of 7A-1955

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TR CC 100-1

CATALOG OF COURSES

OFFICE OF TRAINING

This Catalog supersedes TR CC 100-1, December 1954

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PREFACE

1. This catalog sets forth the objectives and content of courses given by, or arranged through, the Office of Training. In addition, it provides information on certain Non-OTR training conducted by other Agency components. It has been prepared to assist all Agency officials in planning the development of personnel through training. Arrangements for training should be made through the Training Officer in each case.

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4. Each course listing provides the following information: course title, brief statement of course objectives, prerequisites in terms of security clearance and prior training or equivalent experience, limitations on enrollment, duration, location and, with the exception of some clerical courses, a description of the course content and the method of instruction employed.

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6. Under certain circumstances, the Office of Training is prepared to conduct special courses and training programs for personnel of other IAC agencies. For some OTR courses, quotas are established for representatives of the intelligence community.

7. For the convenience of the user, this catalog includes an Administrative Foreword, providing detailed information relative to planning training programs and initiating requests for training; a Table of Contents; and a set of Long-Term Schedules, providing course date and duration information.

MATTHEW BAIRD
Director of Training

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TITLE Basic Supervision

OBJECTIVE Effective management at the level of the first-line supervisor

PREREQUISITES Top Secret clearance

GS-5 through GS-14

Present or anticipated supervisory assignment

ENROLLMENT 8 to 18

DURATION Two weeks: 4 hours each morning (40 hours), plus from 10-15 hours' unclassified reading outside scheduled class time

LOCATION Headquarters

The course is for persons from all major components at all levels through GS-14 who are directly responsible for personnel at the first working level. The objective is to orient the first-line supervisor to the responsibilities and authority which are characteristic of first-line supervision throughout the Agency. Presentations at the GS-12 to GS-14 level are titled "Supervision for Intelligence Officers" and are specifically geared to two types of individuals: (1) those whose main responsibility is substantive research but who also have some management responsibility as project leaders, and (2) those who guide or advise other Intelligence Officers or technical personnel in a staff or liaison capacity.

The course assumes that most students are carrying their own production workload, and that supervisory responsibilities are in addition to, and not in place of, their substantive, technical or production assignments. Particular emphasis is given problems of person-to-person relationships as the supervisor meets them in his responsibilities for training, communicating, planning and disciplining. Selected aspects of organization, leadership and control are also dealt with.

Each successive course is offered to a specified group, for example, GS-9 - GS-11, so that supervisors of a given general level of responsibility work together and so that specific course content can be adjusted to the needs and capacity of the participants. A limited number of non-supervisors being prepared for supervisory positions can be accepted, but the specific reasons for their attendance at the course should be made clear to them and to the instructor by the supervisor concerned.

The course content includes: reading, lectures, and group discussions of problem cases. Through these means students are guided in applying basic principles of sound management to the situations in which they are working.

TITLE Basic Management

OBJECTIVE Effective management at the Branch Chief supervisory level

PREREQUISITES Top Secret clearance
GS-11 through GS-15

ENROLLMENT 8 to 20

DURATION Two weeks - 4 hours each morning (40 hours), plus 10 to 20 hours of unclassified outside reading

LOCATION Headquarters

The course is aimed primarily at the level of the Branch Chief, but is open to personnel above and below that level. Each successive course is offered to a specified group, for example, GS-12 through GS-14, so that supervisors of a given general level of responsibility work together. Students in the course are assumed to have at least one lower echelon of supervisors under their direction; for example, section heads. It is presumed that substantially full time on the job is spent in management activities (planning, directing, coordinating and controlling), rather than in direct substantive work. The course covers elements of management which are common to middle levels in DD/I, DD/S, and DD/P.

The course contains the following major elements: (1) a highly generalized job analysis of middle management responsibilities in the Agency; (2) a limited amount of general doctrine current in the field of management; (3) discussion of specific management techniques in use in Agency components; and (4) group analysis of problem situations and of case histories.

At every point the course emphasizes the student's responsibility for translating his own background of experience and the information exchanged in the course into the terms and problems of his current job assignment. He is encouraged to define his problems as specifically as possible, to select a line of attack, and to undertake his own solutions. The 40 hours of the course span two weeks in half-day sessions, so that participants may maintain daily contact with their offices and apply ideas of the classroom to the job situation.

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TITLE Clerical Orientation

OBJECTIVES Acquaintance with the Agency mission, functions, and procedures within the national intelligence framework

Preparation for Agency clerical service

PREREQUISITE Secret clearance

ENROLLMENT 5 to 32

DURATION Three days (24 hours)

LOCATION Headquarters

This course is designed to orient all new clerical personnel to the Agency and its relative position within the national intelligence community. [REDACTED] Agency office procedures and practices such as telephoning, filing, correspondence, and security.

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B-11

TITLE Clerical Reorientation

OBJECTIVES Reorientation to Agency mission, functions, and procedures within the national intelligence framework

Review of current clerical problems

PREREQUISITES Secret clearance

One year of Agency clerical experience

ENROLLMENT 15 to 20

DURATION One day (7 hours)

LOCATION Headquarters

This course is designed for experienced clerical personnel who will, in the supervisor's opinion, benefit from an up-to-the minute condensation of the three-day Clerical Orientation Course. It includes current information on Agency organization and the intelligence community. It provides for discussion of common clerical problems, analysis of clerical responsibilities, and refinement of clerical and related skills.

TITLE English Usage

OBJECTIVES Review of basic grammar principles which include parts of speech, their effective use in sentences, and sentence structure

Review of fundamental and practical rules of punctuation and capitalization

The use of the dictionary, and the systematic study of word usage with emphasis on confusing words

PREREQUISITES Secret clearance

Pretest

ENROLLMENT 5 to 15

DURATION Four weeks - $1\frac{1}{4}$ hours per day (25 hours)

LOCATION Headquarters

NOTE

Courses B-12, 13, 14, 15, 16, 17, 18, and 19 comprise the ~~Refresher Training~~ program.

Clinical Refresher Program

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TITLE Shorthand Theory Review

OBJECTIVES Review of Gregg shorthand theory

Dictation speed of 60 words per minute on practiced material

PREREQUISITES Secret clearance

Basic knowledge of Gregg shorthand theory

Pretest

ENROLLMENT 5 to 20

DURATION Four weeks - 1½ hours per day (30 hours)

LOCATION Headquarters

B-14

TITLE Introductory Shorthand Dictation

OBJECTIVES Review of Gregg shorthand theory

Dictation speed of 60 words per minute

PREREQUISITES Secret clearance

Pretest or achievement of objectives in preceding class (Dictation speed of 60 words per minute on practiced material)

ENROLLMENT 5 to 20

DURATION Four weeks - 1 hour per day (20 hours)

LOCATION Headquarters

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TITLE Intermediate Shorthand Dictation

OBJECTIVES Review of Gregg shorthand theory
Dictation speed of 80 words per minute

PREREQUISITES Secret clearance
Pretest or achievement of objectives in preceding class
(Dictation speed of 60 words per minute)

ENROLLMENT 5 to 20

DURATION Four weeks - $1\frac{1}{2}$ hours per day (30 hours)

LOCATION Headquarters

B-16

TITLE Advanced Shorthand Dictation

OBJECTIVES Stenographic practice in Agency terminology
Dictation speed of 100 words per minute

PREREQUISITES Secret clearance
Pretest or achievement of objectives in preceding class
(Dictation speed of 80 words per minute)

ENROLLMENT 5 to 20

DURATION Four weeks - $1\frac{1}{2}$ hours per day (30 hours)

LOCATION Headquarters

B-17

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TITLE Non-clerical Basic Typing

OBJECTIVE Introduction to typing for non-clerical personnel who will find the machine a helpful, occasional tool in the preparation of notes, memos, and drafts

PREREQUISITE Secret clearance

ENROLLMENT 15 to 30

DURATION Eight weeks - 45 minutes per day (30 hours) - (Scheduling of the course is sometimes on Agency time, sometimes on student's time)

LOCATION Headquarters

B-18

TITLE Typing Techniques Review

OBJECTIVES Review of keyboard and basic techniques

Development of speed and accuracy

40 net words per minute on a ten-minute timed writing

PREREQUISITES Secret clearance

Basic knowledge of the keyboard

Pretest

ENROLLMENT 5 to 15

DURATION Four weeks - 1 hour per day (20 hours)

LOCATION Headquarters

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TITLE	Advanced Typing
OBJECTIVES	Refine techniques Increase speed and accuracy
PREREQUISITES	Secret clearance Pretest or achievement of objectives in preceding class (40 net words per minute on a ten-minute timed writing)
ENROLLMENT	5 to 15
DURATION	Four weeks - 1 hour per day (20 hours)
LOCATION	Headquarters

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TITLE Instructional Techniques

OBJECTIVES Teaching methods and techniques as practiced in the Office of Training

Capabilities of Office of Training for instructional support

PREREQUISITE Top Secret clearance

ENROLLMENT 10 to 20

DURATION One week (40 hours)

LOCATION Headquarters

This course introduces students to the principles and methods of teaching and learning, including the advantages and uses of visual and aural aids. Emphasis is placed on self-improvement and the instructional techniques employed in the Office of Training.

Students prepare lesson plans and present lectures or demonstrations in subjects of their own choosing. Directed discussions help to point out strong points and defects of the presentations. Methods of preparation of training aids and this organization's capabilities to supply all types of training aids, from posters and charts through films to sand tables and three-dimensional aids, are discussed.

In cases where a sponsoring office requests that a student be given specialized instruction, on-the-job tutorial training with senior instructors will be provided.

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TITLE	Effective Writing
OBJECTIVES	<p>To study those principles of exact, clear, forceful, expository writing which must be possessed as minimum skills by any employee who writes or supervises writing activities</p> <p>To investigate and practice the most effective methods of organizing and presenting material for specific purposes</p> <p>To sharpen, through study and practice, the capacity to perform accurate, logical thinking, and to show the essential relationship between good thinking and good writing</p>
ENROLLMENT	20
DURATION	20 hours - two 1-hour sessions per week for ten weeks
LOCATION	Headquarters

The course is designed for professional employees at all levels throughout the Agency. It includes lectures, practical exercises and critiques. In addition to group discussions, the course provides as much individual assistance on writing problems as time or circumstances permit.

TITLE Management (Special)

OBJECTIVE Effective management at intermediate and higher supervisory levels

PREREQUISITES Top Secret clearance
GS-12 through GS-¹⁸~~16~~

ENROLLMENT 12 to 18

DURATION 35 to 60 hours (Part-time or full-time, as requested)

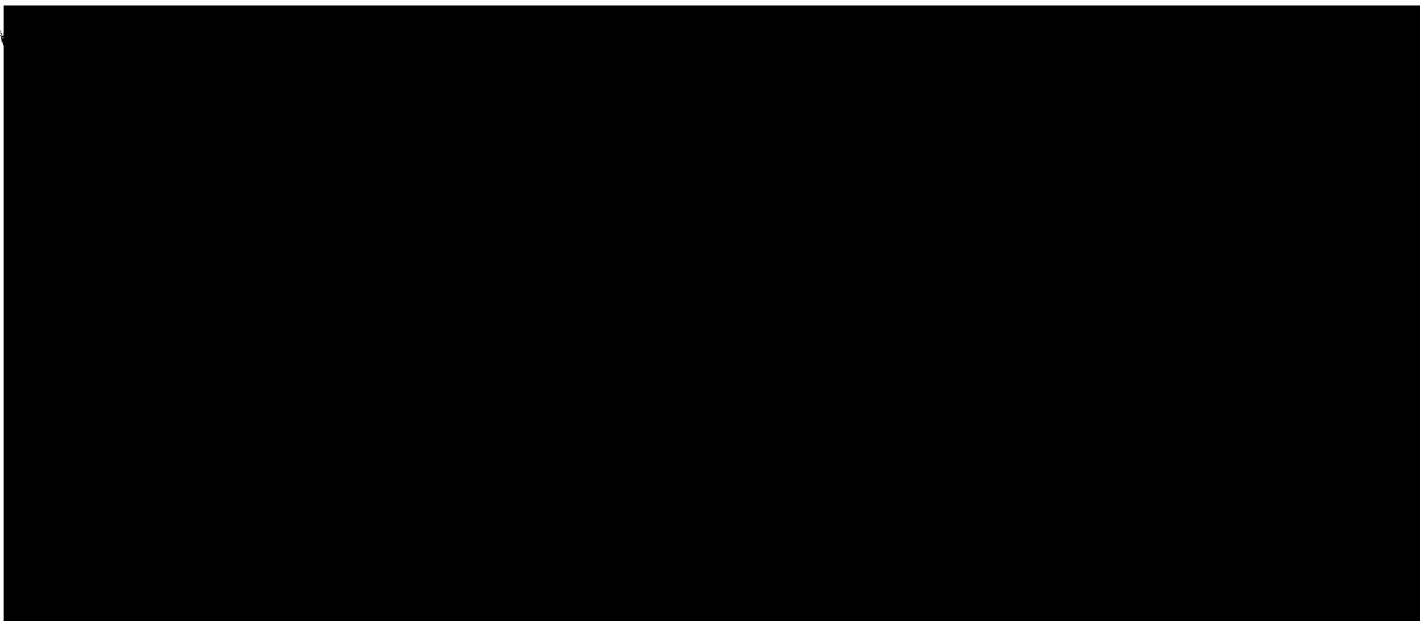
LOCATION Headquarters, or as otherwise designated

This is a special course, flexible as to content and schedule, designed to meet any needs of particular Agency components for basic management training which cannot be met satisfactorily by the regularly scheduled presentations of the Basic Management Course.

The course is presented only as requested by the Agency component or components desiring the coverage and is developed by the OTR staff in collaboration with the requesting component. Requests should provide sufficient lead time for the preparation of the type of presentation desired. Further information can be obtained from the Chief, Management Training, OTR, extension 2761.

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B-24

TITLE	Departmental Briefing
OBJECTIVE	Orientation in national and departmental relationships existing throughout the American intelligence community, emphasizing the responsibility of the Director of Central Intelligence
PREREQUISITE	Top Secret clearance
ENROLLMENT	16 to 83
DURATION	Three hours
LOCATION	Headquarters

This program is designed to familiarize personnel from the IAC agencies with the organization and procedures pertinent to the system of national intelligence production, operation, and coordination, and its interconnecting links with policy.

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TITLE	Conference Leadership
OBJECTIVE	To identify, explain, and apply the principles and techniques of effective conference planning, leadership, and participation
PREREQUISITE	Top Secret clearance
ENROLLMENT	12 to 16
DURATION	Six weeks: two 2-hour sessions per week (24 hours)
LOCATION	Headquarters

The course is designed primarily for officers in all components of the Agency who are responsible for planning and leading various types of group discussions, but the role of an effective participant is also emphasized. In the first two class sessions the instructor discusses the ways and means of planning and conducting successful group conferences, giving special attention to the solving of problems of control. In the remaining sessions each student leads the group in a 40-minute discussion of a topic of general interest. An intensive critique follows each discussion.

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TITLE Effective Speaking

OBJECTIVE Principles of public speaking as related to the oral presentation of intelligence, including selection and use of graphic aids

PREREQUISITES Top Secret clearance

Present or future assignment requiring proficiency in oral briefing

ENROLLMENT 12 to 20

DURATION Six weeks: 2-hour sessions twice a week (24 hours)

LOCATION Headquarters

Early sessions in the course emphasize basic principles and fundamentals of public speaking. Students prepare and present short speeches before the class. These are analyzed and constructive suggestions are offered in class discussion. Tape recordings made of each presentation assist both instructor and student in further analysis. Later in the course, students give longer speeches on topics related to their own responsibilities. Class critiques emphasize fine points of delivery, organization of content, proper use of graphic aids, and general effectiveness.

I-8

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TITLE	Writing Workshop
OBJECTIVE	Review the elements and apply the principles of clear, concise writing
PREREQUISITE	Top Secret clearance
ENROLLMENT	10 to 12
DURATION	Nine 3-hour sessions during a period of four weeks (27 hours)
LOCATION	Headquarters

The course is conducted as a workshop primarily for employees whose assignments involve the written presentation of intelligence, but the emphasis on fundamental principles of composition makes it beneficial for anyone who desires to improve general writing skill. Assignments are tailored to individual needs and experience. Special attention is given to the development of simple, direct style, and to the solution of writing problems such as structural organization and diction. Instructors' criticisms supplement class discussions and exercises designed to correct common writing faults.

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TITLE Reading Improvement

OBJECTIVES Improve job efficiency by increasing reading ability

 Develop a wide range of reading techniques

 Adjust rate of reading to comprehension requirements

 Improve perceptual habits

PREREQUISITE Secret clearance

ENROLLMENT 10 to 20

DURATION Six weeks: 1 hour per day (30 hours)

LOCATION Headquarters

Methods and techniques in developing the speed and level of comprehension, with emphasis on flexibility and comprehension requirements, are the focal points of the course.

In developing a wide range of reading techniques and in defining comprehension requirements, the student is instructed through lectures and discussions on the best techniques for scanning, extensive (informational), and intensive (technical) reading. This is followed by student practice, using diverse techniques in various reading situations. Practice includes supervised exercises and reading of individual and group selections of varied content at controlled rates. Good perceptual habits are developed by increasing the span of recognition, establishing control over regressive eye movement, and eliminating vocalization.

Approximately thirty percent of the course is devoted to lectures, instructions, and practice exercises in the three types of reading. Forty percent of the training provides practice with the Reading Rate Accelerator. The remaining thirty percent of the course is divided equally between tachistoscopic training and special films.

A retention program, designed to ascertain long-range benefits, is conducted eight weeks and twelve months after the course.

Satisfactory completion of this course fulfils the prerequisite for enrollment in the Advanced Reading Improvement course.

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TITLE	Reading Analysis Program
OBJECTIVES	Analyze relative proficiency in several kinds of reading skills to determine for individuals and office groups (a) suitability of employee's reading capabilities in relation to specific job requirements, and (b) probable degree of benefit which could be obtained from the Reading Improvement course
PREREQUISITE	Secret clearance
ENROLLMENT	5 to 10
DURATION	6 hours: one hour per day
LOCATION	Headquarters

This program serves as a preliminary analysis for the Reading Improvement course. The analysis of the employee's reading proficiency in scanning, informational and study reading tasks determines how well his reading skills are adapted to his job reading requirements, and indicates the areas in which he could improve.

A half-hour conference with each employee informs him of his strengths and weaknesses in reading, and provides a basis for self-improvement.

Upon request, the program is scheduled and adapted for any Agency component with specialized job reading requirements. Through consultation with the office concerned, a program is outlined so that employees' reading performance can be analyzed on the basis of their job reading tasks and materials.

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TAB

MANAGEMENT (EXTERNAL)

Introduction

1. American businessmen have gone to the universities for help in studying the problems inherent in the growth of huge corporations. The responsibilities undertaken by both business and Government executives in our generation far exceed the expectations of fifty years ago. One result has been the inauguration of intensive training courses and seminars for men in senior executive positions, which are now conducted on nearly a dozen university campuses. The objective of these courses is to make the corporation executive a better man for his job and to prepare him for the assumption of still greater responsibility. Courses range in duration from six to twelve weeks and are held variously from once to four times a year.

2. Because the management problems of big Government are similar to those of big business, many officers of the Federal Government have attended these sessions in recent years, both as students and teachers. The Office of Training considers some of these courses to be effective in preparing qualified Agency employees for future advancement. The oldest, longest, and most intensive of these programs is the one conducted twice yearly at the Harvard Graduate School of Business Administration, where one Agency representative has been accepted for each of the last seven courses. The Agency has also sent men to the similar program conducted by the American Management Association in New York.

3. A brief description of the announced objectives of the principal advanced management courses follows, with a statement of the prerequisites for enrollment. Copies of the announcements of the current sessions of these courses may be consulted at the Language and External Training School, as well as others not included here.

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TITLE AMA Management Course
(American Management Association)

OBJECTIVE "The Management Course subject matter assists the executive in performing his present tasks more successfully, and prepares him as well for higher responsibility."

PREREQUISITES No educational prerequisites

GS-13 to 18 -- middle and upper level positions of executive responsibility

Substantial management and executive experience

ENROLLMENT Unlimited

DURATION Five weeks*

LOCATION Hotel Sheraton-Astor
(New York City, New York)

"The AMA Management Course is based on the concept that management is an activity in itself, having an accepted body of principles to guide its actions and utilizing common skills and tools in the performance of its functions. The course provides a unified foundation for more competent performance at any management level, in any type of activity, and in any branch of business. It helps the participating executive do a better job in his present position and also prepares him to assume still wider responsibilities."

*The course consists of five units, each taking one week to complete. The course subject matter is covered in the first four units, and the fifth unit is a clinic for the study and improvement of on-the-job applications which the course registrants have introduced in their companies. All units must be taken in numerical sequence; the first four may be attended either in consecutive weeks or with intervals between, over a period of 12 months.

(Source: Course Schedule)

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TITLE Advanced Management Program
(Harvard University)

OBJECTIVE "A primary objective of the program is to make the man who participates in it a better man in his job... Another... is the development of men for advancement into positions of wider responsibility."

PREREQUISITES No educational prerequisites

GS-15 to 18, with position equivalent to Division Chief or higher, and supervising, organizing and management planning responsibilities

Demonstrated qualities of ability, adaptability and leadership

ENROLLMENT Competitive, in total of 150. (One Agency representative usually can be admitted to each session.)

DURATION Twelve weeks - 2 sessions (February - May) and (September - December)

LOCATION Harvard Graduate School of Business Administration
(Boston, Mass.)

"The Program is an intensive course of study for mature, experienced executives. It is intended for men who have been sent by their own organizations and are considered by top management to be capable of assuming greater administrative responsibility in the future with those organizations. Utilizing case studies of actual business situations, the Program provides the framework of both education and social activity whereby businessmen can grow."

The classes consist of about 150 men from industry, commerce, government, and the Armed Services. The average age of members is 43 and the average business experience is 15-20 years. Classes are conducted six days a week with wide use of special research studies and case histories of actual business situations. The formal study program covers: (1) Business Policy, (2) Administrative Practices, (3) Business and the American Society, (4) Cost and Financial Administration, (5) Marketing Management and (6) Problems in Business Relations.

(Source: Program Announcement)

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TITLE Advanced Management Seminar
(University of Washington)

OBJECTIVE "The primary purposes of the Seminar are to prepare the executive for greater responsibility and to enable him to function more effectively in his present job."

PREREQUISITES No educational prerequisites

Position of important executive capacity

Possessed of inherent ability to advance

ENROLLMENT Competitive, in total of 40

DURATION Six weeks (June -- July)

LOCATION University of Washington
(Seattle, Washington)

"The Advanced Management Seminar is designed for men already carrying major executive responsibility. The program has been built around the following objectives:

"To develop a top management point of view, a capacity for analyzing policy problems from a broad company-wide, rather than a narrow departmental, viewpoint.

"To develop an understanding and appreciation of the company-wide interrelationships among all departments and functions of the business.

"To provide training in administrative practices and procedures and to develop ability to deal effectively with other people.

"To develop habits of orderly thinking and of effective reporting of conclusions both orally and in writing.

"To develop a better understanding of some of the social and economic forces which influence the policy decisions of administrators."

(Source: Seminar Announcement)

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TITLE	Executive Development Program (Stanford University)
OBJECTIVE	"To develop a top management perspective, an aptitude for considering problems from the viewpoint of the company as a whole; an acquaintance with and appreciation of other departmental functions; increased competence in the individual's own field of specialization; added proficiency in the use of basic management techniques."
PREREQUISITES	No rigid qualifications but nominating firms are expected to send men serving in important executive capacities who are adjudged worthy of further advancement 35-50 years of age
ENROLLMENT	Competitive, in total of 50
DURATION	Nine weeks (June - August)
LOCATION	Stanford University Stanford, California

"The Stanford Executive Development Program is designed to afford certain values which individual company plans ordinarily cannot offer. First, the program provides an integrated coverage of the important fields of management. Second, the course is conducted in an atmosphere conducive to concentrated application, removed from the customary interruptions arising in an office or plant. Third, opportunity is presented for interchange of ideas with a group of selected executives from various parts of the country, from a variety of business enterprises, and from different operating backgrounds or fields of functional interest."

The Executive Development Program is intended as a supplement to company plans and not as a substitute for the necessary in-company training "on the job for the job."

(Source: Program Announcement)

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TITLE Executive Program in Business Administration
(Columbia University)

OBJECTIVE "A concentrated course of study for executives who are being prepared for top administrative jobs in organizations demanding high competence in their policy makers."

PREREQUISITES No educational prerequisites

Demonstrated ability to progress within an organization, adaptability to new situations, intellectual curiosity beyond confines of immediate responsibility, active interest in developing capacity to achieve success through working with people

ENROLLMENT Competitive, in total of 44

DURATION Six weeks - 2 sessions (June - July) and (August - September)

LOCATION Columbia University (New York City, New York)
Sessions are held at Arden House on the Harriman Campus

The Program meets the demand by organizations for a short-term program that will provide their executives with the opportunity:

1. to acquire the tools, techniques, and attitudes required to meet administrative problems in their technical and human aspects
2. to analyze policy problems from an organization-wide rather than from a departmental point of view
3. to develop a better understanding of the influences of today's economic-political-social environment on business and other groups and on the men who make policy decisions.

(Source: Program Announcement)

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TITLE Management Problems for Executives
(University of Pittsburgh)

OBJECTIVE "There is definite and immediate need for executive training, both to make present executives more effective and to develop adequate talent for top positions of the future."

PREREQUISITES No educational prerequisites

Demonstrated qualities of ability, adaptability and leadership

ENROLLMENT Competitive, in total of 72

DURATION Eight weeks - 2 sessions (March - May) and (October - December)

LOCATION University of Pittsburgh
School of Business Administration

"The primary purpose is to make the participant a better man in his present job and to develop his abilities for advancement into positions of greater responsibility. In achieving this purpose the course is directed to the following objectives:

1. to develop the ability of the participant to think and act like an able executive
2. to broaden the vision of the participant beyond the departmental areas in which he is working and interest him in all of the aspects of industrial management that are essential to successful business operations."

(Source: Course Announcement)

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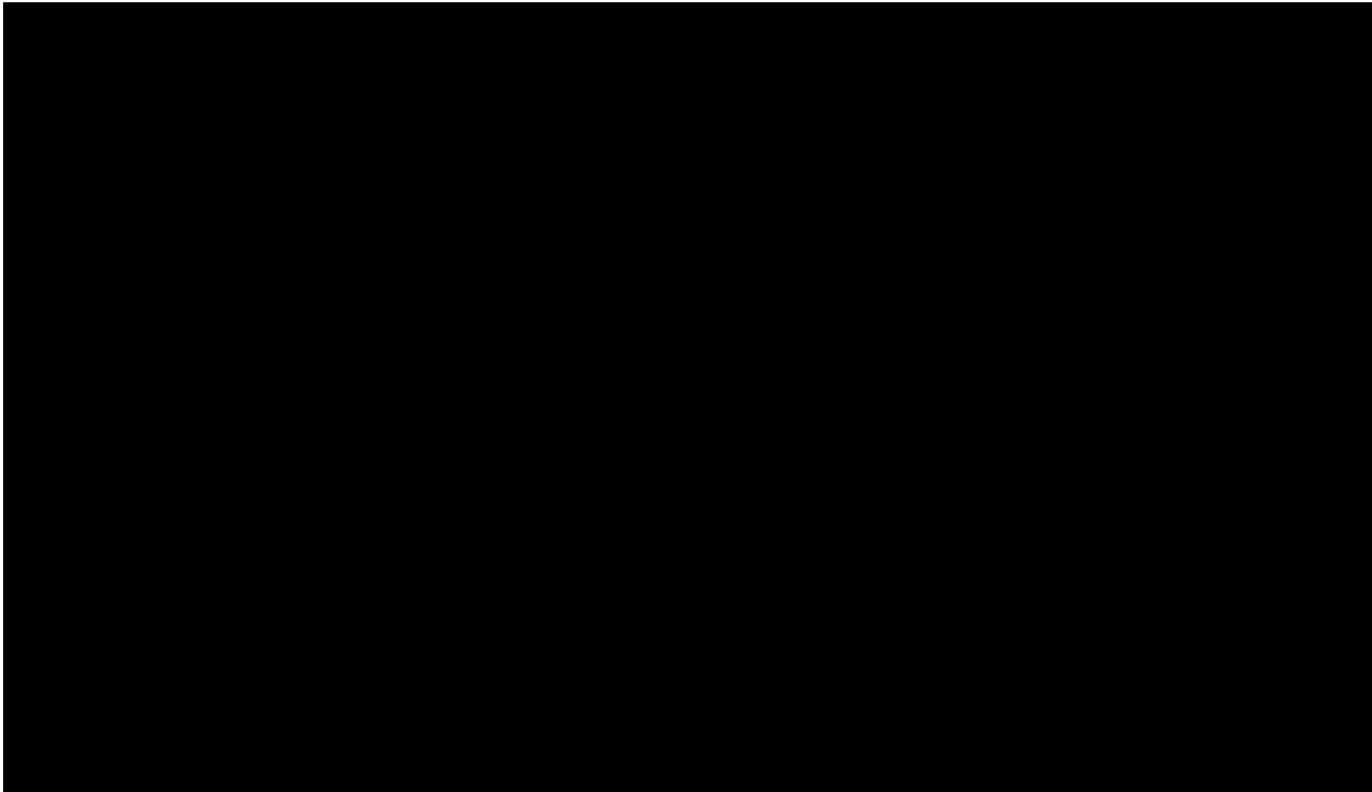
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TITLE	First Aid
OBJECTIVE	Basic first aid for emergency purposes
PREREQUISITE	Secret clearance
ENROLLMENT	10 to 20
DURATION	12 hours (Three 2-hour periods per week)
LOCATION	Headquarters

This is a 12-hour course, solely for the layman, which provides instruction in the care and handling of sick and injured before professional medical attention can be obtained. It does not take the place of professional medical or surgical attention, but instructs the individual in measures to be taken to alleviate pain, prevent further injury, save life, and preserve resistance and vitality.

It prepares the individual to meet with everyday emergencies and those which may be encountered in any disaster situation.

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